

# 2022

## Dear Friends,

Greetings from the woodlands of Crossroads as we embark on our 87th year of programming with children and teens from Greater Boston. We are thrilled to share this reflection on our ascent to New Heights last year, as we emerged from the pandemic to return fully to in-person programming across the organization. Thank you for being such committed and generous partners along the journey; together we are attending to the needs and nurturing the aspirations of our young people.

In 2022, we provided more access for youth to our school-year and summer experiential learning programs—returning to pre-2020 levels of participation. In addition, we raised salaries and provided increased levels of training for our hardworking staff (which included 73 program alumni!) and we elevated the camp director positions to year-round roles in recognition of the increased complexity of our work.

We also put out the call to our community and you all responded in so many amazing ways. You gave of your time and sweat at Community Action Day, you gave of your treasure to advance the most successful annual fundraising effort in our history, and you gave of your talent and spirit so that our Crossroads young people would experience the great joys of making new friends, exploring new horizons, and realizing their extraordinary potential.

As we look to 2023, your generosity in supporting Crossroads will ensure that we have the resources to address the opportunity gaps that our young people face. Our unique model offers a 12-year continuum of programming that engages children from age six all the way through young adulthood. The warm embrace of the Crossroads community offers continuity and stability—and a steadfast commitment to “be more” for our young people. Through dynamic, experiential learning offerings, intensive mentorship, and regular opportunities to practice social-emotional skills, our participants are making remarkable progress in closing the gaps that represent such a challenge to future health and prosperity.

We're grateful for your tremendous support in 2022 and hope you see yourself reflected in the images and words of this annual report.

## We make the road by walking together.

With gratitude  
Simon Hess, President and CEO  
Mary Renner, Board Chair



## FULL RETURN TO FULL CAPACITY MEANS FACE-TO-FACE PROGRAMMING

Returning to full capacity at Camp Wing after reduced offerings in 2020 and 2021 (Gr. 2-8)

Re-opening Camp Mitton in Brewster for a full summer of overnight programming (Gr. 2-8)

School year “Pathway” overnights at the Stockade for our classes of our Junior Leaders (Gr. 3-7) and C5 Leaders (Gr. 8-12)

C5 Leaders Career Exploration visits with partners including PWC, Coca-Cola, Shark Ninja, Nutter, 3M, and Coldwell Banker

C5 Leaders summer treks with the National Outdoor Leadership School in Wyoming (Gr. 10)

C5 Leaders Summer Road to College Tours across New England (Gr. 11)

C5 Leaders Summer ACT Now Summit at Stonehill College (Gr. 12)

C5 Leaders Community Service Learning, including the Daily Table, City Year, Solutions at Work, and the Winter Walk to End Homelessness

## 2 GREAT PROGRAMS LEAD TO EXCELLENT OUTCOMES! OUR 12-YEAR COMMITMENT EMPOWERS YOUTH TO BE MORE

95% increase physical activity and time outside

96% connect with a mentor

91% learn something new

92% increase self confidence

91% of families say “Camp had a positive impact on my child’s mental health and wellbeing.”

92% of families say “Camp had a positive impact on my child’s social-emotional development.”

95% of C5 Class of 2022 graduates were accepted to a college or career training program and are pursuing a degree or certification.



## 3 STAFF INVESTMENTS

In 2022, Crossroads invested more deeply than ever in its tremendous staff through high quality professional development, more regular coaching, and increased wages—including a 50% boost for summer staff. We know that non-profits have long undercompensated employees in relation to their tremendous value. As part of our commitment to dismantling oppressive structures rooted in economic inequity, we're proud to provide our team with a dignified wage that contributes to college tuition, student loans, and making ends meet in an inflationary environment.



“It’s an important role that I have as a staff member at Crossroads.

It is one that requires me to be encouraging instead of pushy, supportive but not coddling, stern but not abrasive.

We are the catalyst to our youth that helps them realize their full potential to positively impact the world.” AVA SATTERWHITE C5 CLASS OF '22

IN REFLECTING on the pandemic years, Crossroads is proud to have continued operating when so many schools, institutions, and programs had to take a step back or close down completely. We had tremendous success working remotely with our young people and were able to deliver excellent on-line and even COVID-safe in-person programming throughout the most challenging days of the crisis.

The past year has been one of renewal, as children and teens emerged from the blue glow of their computer screens and ran toward the bright sun, brilliant green trees, and cool waters of our sites. Our participants learn valuable, real-world skills through exposure to new ideas, engaging in challenge-oriented experiences, and building relationships with positive peers and mentors. Our programming places students in hands-on, “learning by doing” contexts, where they are challenged to take risks, reflect upon their growth, and chart next steps.



DESPITE THE COMPLEXITY OF THE WORLD THEY HAVE INHERITED, WE ARE CONFIDENT THAT THE “NEW NORMAL” IS A PLACE WHERE CROSSROADS’ YOUTH WILL THRIVE.





We are grateful to our community of donors for your overwhelming commitment and affirmation of our mission.



### VISIONARY

**\$100,000+**  
Anonymous (2)  
Anonymous Foundation supporting the Cradles to Career Initiative  
The Ellison Foundation  
Chuck & Teak Hewitt  
The Jack and Kathy Shields Foundation  
**\$50,000-\$99,999**  
Anonymous  
Highland Street Foundation  
Liberty Mutual Foundation  
Libra Foundation, Inc.  
Massachusetts Department of Elementary & Secondary Education

### MEDALLION

**\$25,000-\$49,999**  
Grace & Jerry Bird \*  
Brook & Whittle  
Cornelia & Stewart Clifford \*  
Department of Conservation and Recreation  
Karl & Sonya Feitelberg  
Bill & Lynda Glavin  
Karp Family Foundation  
Kingsbury Road Charitable Foundation  
Estate of Madelyn S. Lopilato  
The Jack Tarver Foundation  
Josie & Jon Marston \*  
Charlie Moore & Lisbeth Bornhoff  
The Nordblom Family Foundation  
The Phalen Family  
The Safe Family Foundation  
Squish Foundation  
Kathy & Jack Shields  
Summer Fund for Philanthropy  
William Blair  
The Yawkey Foundation

### COMPASS

**\$15,000-\$24,999**  
Adelaide Breed Bayrd Foundation  
Anonymous  
Birch Hill Investment Advisors  
Sharon & Rick Fownes \*  
The Gruber Family  
Hamilton Company Charitable Foundation  
Hunt Street Fund  
J.C. Kellogg Foundation  
John Hancock MLK Scholars  
Mass Mentoring Partnership  
Phoebe R. & John D. Lewis Foundation  
Lee Nordblom  
Bob & Jane Palmisano  
Karl & Katherine Spielmann  
The John J. Sacco and Edith L. Sacco Charitable Foundation

### HAMMER

**\$10,000-\$14,999**  
Albert O. Wilson Foundation  
Anonymous (2)  
Avery Dennison  
Cape Cod Times Needy Fund, Inc.  
Anne Dodge  
Laurel & Ken Ferretti  
Bank of New England/Paul & MaryBeth Finn  
John Homer Dix Trust  
Caren & Guy Leedom  
Mabel A. Home Fund  
Frank McCourt  
Mr. Owl Foundation  
The Murphy Family  
Needham Bank  
Tom Reilly & Betsy Palmer \*  
Steve & Jean Stewart  
Mr. & Mrs. Joseph E. Swan

### LANTERN

**\$5,000-\$9,999**  
2022 Anne E. Borghesani Community Fund of the Foundation for MetroWest  
The Baker Family Trust  
Andy & Kelli Bentinck-Smith  
Berenberg Capital Markets LLC  
Blue Cross Blue Shield of Massachusetts  
Boston Global Investors  
Tim & Denni Carroll  
Pat & Ellen Centanni \*

Ciccolo Family Foundation  
Charlie & Martha Clapp \*  
The Clifford Family  
The Coca-Cola Company  
Coca-Cola Beverages Northeast  
Michelle & Jeffrey Cote  
Pete & Nicole Dalrymple  
Ted & Edie Devnew \* **▲**  
The Eastern Bank Charitable Foundation  
Sandy & Paul Edgerley EY  
Joanne & Chris Fay  
Mort & Sharon Fearey  
Anne & Chad Gifford  
Peter & Linda Grape  
John & Maureen Hailer  
Harbor One Bank  
Ginger Lacy  
Ray Malone  
Gary & Holly Mikula  
Miss Wallace M. Leonard Foundation  
Richard & Helene Monaghan  
The New England Patriots Foundation  
Amy & Dan O'Connor  
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Bill & Lynn Rice \*  
Rockland Trust Charitable Foundation  
Chris & Melanie Seely  
Wil Sheehan  
State Street Corporation  
Stop & Shop Supermarket Company  
Alex & Ben Strong  
The John Donnelly Trust  
The N & D Group  
UVitec Printing Ink, Inc.  
Mr. & Mrs. Walter H. Weld

### FLINT

**\$2,500-\$4,999**  
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Anchor Capital Advisors \*  
Anonymous (2)  
Lisa & Jonathan Biting \*  
Bill & Cheri Boyd \*  
Mike & Maggie Butler  
Carolyn & Joe Campanelli \*  
Cape Cod 5  
Cape Cod Melody Tent & South Shore Music Circus  
Perry & Stephanie Chlan  
Dan DeMarco  
The Doran Family \*  
Estate of Joseph A. Fabbri Jr.  
Steve & Lisa Fitzgibbons  
Marc Gasol  
Kevin & Rita Gill  
Mark & Royce Gussack

Lorrie Hall \*  
Camilla Hammer \*  
Simon & Julie Hess \*  
Rob Hewitt & Teresa Sarno \*  
Brian & Chris Hotarek  
Michelle & Rick Luppy  
Robyn Laukien  
Malcolm & Luli MacNaught  
Carl Martignetti  
Maura Murphy & Michael Racette  
The Mollie Baldwin Foley Charitable Trust  
My Brother's Keeper  
Dick Nestle & Beth Robinson \*  
Carmen Ortiz & Tom Dolan  
Tim & Kitty Pinch  
Porsche Norwell  
Ali Rayfield **▲**  
Connor Rayfield **▲**  
Cory Rayfield **▲**  
Wendy & Mark Rayfield **▲**  
Mary & Peter Renner \*  
Nancy Riegel \*  
Roche Bros. Supermarket  
Siegwerk EIC  
Ed & Laura Smith  
Star Market  
The State Street Foundation  
TCC Gives  
Ann Thomas  
Wahlburgers  
Frank Wisneski & Lynn Dale  
Yardi Systems, Inc.  
Ken & Jill Zimmer

### COMMUNITY PARTNERS

**\$1,000-\$2,499**  
3M  
Chris Abely  
DD Allen \*  
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August Foundation  
Bain Capital Children's Charity  
Marc & Jill Baker  
Mollie Baldwin Foley & Bill Foley  
David Barone  
Big Y  
Ed Black  
Ken Boyer  
Lucy Millar Brett  
Bridgewater Chocolate  
Mike Carr  
Alex Ciccolo  
Fred & Barbara Clifford \*  
Gloria & Charles Clough  
Marc Cullinan  
Jonathan & Margot Davis  
Dimeo Construction Company  
Julie & Rich Eiermann  
Ivan Espinoza-Madrigal  
Eversource Energy Foundation

Jenna & Jason Feitelberg \*  
Chris & Mary Flanagan  
Donald & Marjorie Forte  
Simon Gore-Grimes  
Paul & Beth Gunderson  
Joe & Peg Hadzima  
Bob & Jane Hale \*  
Gary & Jane Hall  
Don & Pam Hawley  
Richard J. Henken, The Schochet Companies  
Doug Herron  
Colby & Jen Hewitt  
Richard High  
Lou & Sue Jannetty  
Dave & Pam Kadamus  
David Lerman  
Stephen MacQuarrie  
Madison Fresh Air Fund  
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Sidney McClure Rose & Stewart Rose \*  
Bob & Annie McHugh  
Barbara & Eric McKenna  
John McNamara  
Brian Moynihan & Susan Berry  
Joel & Lauren Murray  
Greg & Carole O'Connell  
Meghan O'Sullivan  
Jay & Sheri Pasqualoni  
Skip Patton \*  
Kevin & Anne Phelan  
Alec & Eileen Pouch  
Peter Quigley & Meghan Heffernan  
Jeff & Marie-Tristan Rago  
David & Denise Rufo  
Michael & Deborah Sabin  
Saint Paul's Episcopal Church  
Dan Salera  
Sawyer Parks Charitable Foundation  
The Scheerer Family \*  
Ben Stern  
Kathleen Sweeney  
Nick & Annie Tchereprin \*  
Boo Thomas  
Bonnie Ware  
Lee & Ray Wareham \*  
Amy Warner & Steve Kosowsky  
John & Cathy White \*  
Stephen & Melissa White

### \* Hewitt Leader

▣ Campaign for Crossroads  
▲ Community Hero

You can find the complete list of 2022 donors on our website.



In 2022 we welcomed four new Crossroads Trustees (pictured from left to right) Cindy Truong '13, Colby Hewitt, Karl Spielmann, and Regis Lino-Kelly '14. Representing a tremendous breadth and depth of experience in finance, marketing, engineering, and operations, these individuals will provide enthusiasm, leadership, and guidance in the years ahead.

## LEADERSHIP

### BOARD OF TRUSTEES

Mary Renner, *Chair*  
Simon Hess, *President*  
Tara Aliotta  
Marc Baker  
Mollie Baldwin Foley  
Jerry Bird  
R. Kelly Cameron, EdD  
Carolyn Campanelli  
Pat Centanni  
Ivan Espinoza-Madrigal  
Jason Feitelberg  
Sharon D. Fownes  
Peter Grape, MD  
Chuck Hewitt  
Colby Hewitt  
Jana Karp  
Delisa Joseph  
Regis Lino-Kelly \*  
Alain Mathieu  
Amy O'Connor  
Carmen Ortiz  
Kevin Phelan  
Tom Reilly  
Joe Robbins  
Oscar Santos  
Karl Spielmann  
Benjamin Stern  
Steve Stewart  
Cindy Truong \*  
Caroline Warren

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Anita Haffey  
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Powell Robinson, Jr.  
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Walter Weld

\* CS Alumnus  
• Deceased

### EMERGING LEADERS

Sarah Centanni  
Amber Colón  
Kat Fearey  
Russell Feye  
Dan Kinan  
Marisela Milian \*  
David McGrath  
Mollie Proctor  
Taryn Scheller  
Taryn Tetreault

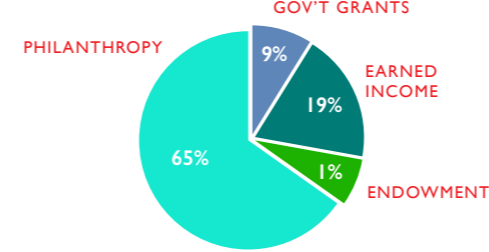
### MISSION ADVANCEMENT COMMITTEE

Marc Baker  
Carolyn Campanelli  
Pat Centanni  
Amber Colón  
Mort Fearey  
Delisa Joseph  
Kim Leckie  
Regis Lino-Kelly \*  
David McGrath  
Maura Murphy  
Amy O'Connor  
Mary Renner  
Ed Smith  
Karl Spielmann  
Caroline Warren

## FINANCIALS

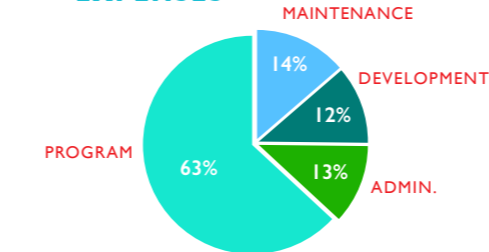
Unaudited financials. FY22 audited financials will be available in June 2023.

### REVENUE



Philanthropy	\$3,074,779
Gov't Grants	\$416,983
Earned Income	\$894,562
Endowment	\$328,019
<b>Total</b>	<b>\$4,714,343</b>

### EXPENSES



Program	\$3,072,370
Development	\$570,152
Admin	\$560,342
Facilities Maintenance	\$665,278
<b>Total</b>	<b>\$4,868,142</b>

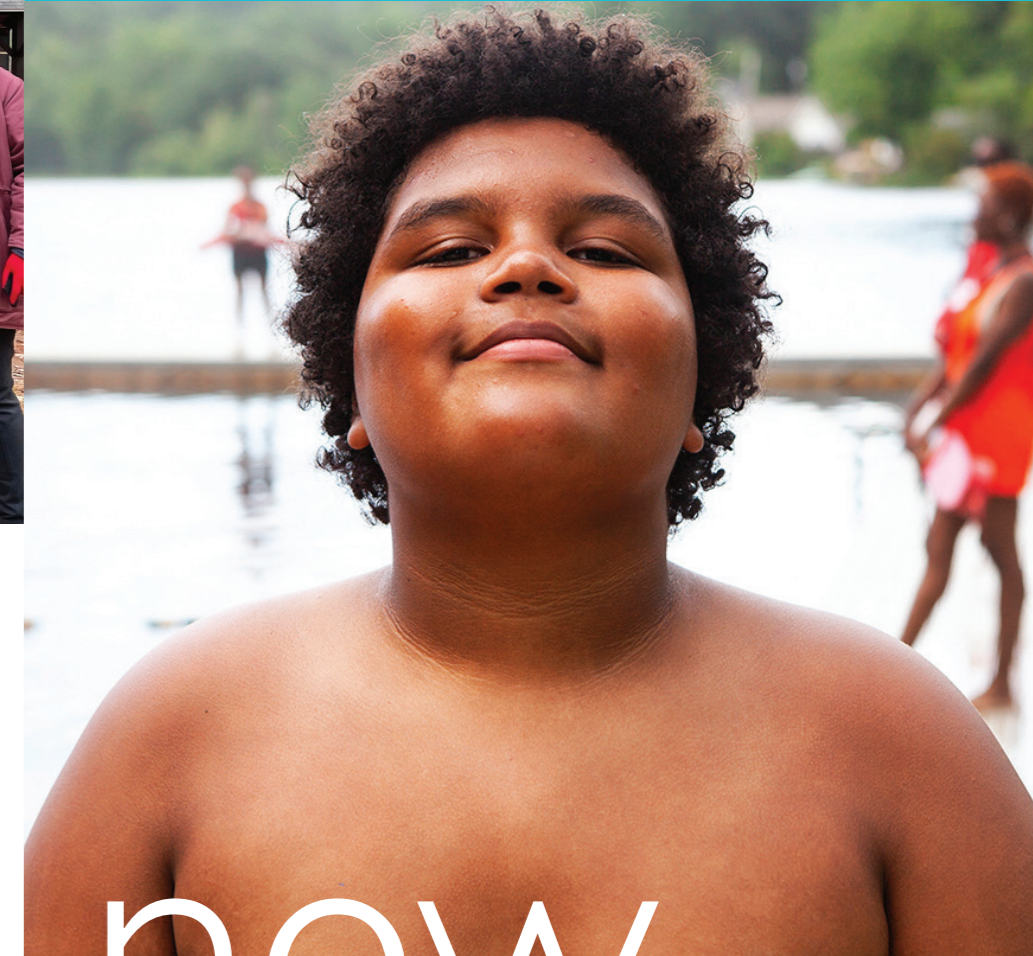
**NOTE:** In light of the extraordinary challenges our young people are facing—specifically the uncertain public health and economic landscape—our Board approved a \$191,000 deficit budget in FY22. The actual year-end gap of \$154,000 in funding will be closed by drawing from operating cash reserves.



**Save the Date**  
May 20, 2023



crossroadsma.org  
119 Myrtle St., Duxbury MA 02332



# new heights

CROSSROADS

**WE'RE GRATEFUL** to the over 200 stakeholders who responded to our call to participate in the **2022 Crossroads Community Action Day**. Donors, families, staff, and trustees joined to prepare our Camp Wing site for the annual return of hundreds of youth who spend the summer with us in Duxbury. The day allowed us to gather our amazing community and to demonstrate to those we serve that we are united and committed to advancing the Crossroads mission of empowering young people to realize their potential and positively impact the world. And unlike galas hosted by many organizations, this event was an opportunity for our community to roll up its collective sleeves and stand shoulder to shoulder in service of the children and teens whose life trajectories are impacted so profoundly by their Crossroads experiences.

## GUESS WHAT? IT WORKED! THANKS TO YOU

To those who joined us last year, we hope you'll join us again in May. To those interested in participating for the first time, we promise a rewarding and inspirational day!